

To : ALL REGIONAL HEADS, ASSISTANT REGIONAL HEADS and
FIELD PERSONNEL
Applications and Loans Division

From : J. R. Cobb, Assistant Chief
Applications and Loans Division

Subject: Regional Power Use Program

Here is a suggested outline for the development of a Regional Power Use Program.

Will you please study this outline and be ready to discuss the subject at a regional field conference, which we hope to schedule yet this year.

JAN 20 1947

A SUGGESTED OUTLINE FOR THE DEVELOPMENT OF
A REGIONAL POWER USE PROGRAM

I. INTRODUCTION

The Applications and Loans Division has the primary responsibility for developing and directing a power use and membership cooperation program with borrowers, as well as for providing guidance and assistance to borrowers with respect to the selection and training of an employee or employees whose duties shall be devoted to the various phases of the power use program.

The Applications and Loans Division personnel will ordinarily limit their activities to assisting borrowers and working with other related agencies and organizations. The REA borrower will handle its own direct consumer education program.

The work is under the general supervision of the Assistant Chief in charge of power use activities of the Applications and Loans Division. The specialists or consultants in the headquarters office render specialized services and are advisers to the Assistant Chief and the Regional Heads of the Division. The Regional Heads in the Division are responsible for directing the work in the respective regions.

The REA power use program is a service activity to assist borrowers with their power utilization problems. It should be remembered that it is not totally an REA program. It is one that concerns activities of many agencies. REA borrowers, State and Federal educational agencies, research groups, farmers' organizations, manufacturers, distributors and dealers all contribute and assist in furthering a rural power use program.

This outline is prepared as a guide for use in organizing and carrying out programs in the regions.

II. GOALS FOR THE PROGRAM

To assist and encourage REA cooperatives of the regions in planning, organizing and carrying out an action program in power use which will:

1. Help their members make the best use of electricity consistent with the needs of the members.
2. Assure the continued interest and participation of the members in the activities of their cooperative to the extent that the security of the cooperative is maintained and the ownership and management remain in the hands of the members.

3. Insure that the members' use of electricity in their household and farm operations will be adequate to provide financial soundness to the borrowers.
4. Encourage the full use of electricity in community facilities, particularly rural industries, schools, churches, and health and community centers.

III. WHO DOES THE JOB AND THEIR RESPONSIBILITIES

1. Applications and Loans Division Regional Headquarters and Field Personnel:
 - (a) Shall be advisers and liaison workers to the REA cooperatives in setting up and executing well-organized power use programs.
 - (b) Shall be responsible for contacts with other related agencies and organizations at the regional and state levels. This includes such agencies as State Departments of Education, colleges and universities, Agricultural Extension Service, Farmer's Home Administration, Departments of Public Health, regional and state offices of federal agencies, REA statewide associations, farm organizations, suppliers and distributors of equipment, and others.
 - (c) Shall cooperate with these related agencies and organizations in establishing and carrying out training programs at the state and local level. Examples of such programs would include college short courses and special training courses for County Farm and Home Demonstration agents, teachers of vocational agriculture and home economics, REA cooperative personnel and member leaders.
 - (d) Shall serve as the channel through which REA policies on power use reach the borrowers and other agencies.
 - (e) Shall collaborate with power use consultants in program planning, training and special power use activities.
 - (f) The headquarters staff shall keep the office of the Assistant Chief in charge of power use informed on the progress of programs within the region, in order that the Assistant Chief may be able to bring about as great a degree of uniformity as practical and disseminate between regions information on experiences gained in the different areas of the United States.

- (g) The Regional headquarters office of the Applications and Loans Division will consult with the headquarters office of the Management Division concerning budget expenditures and power use personnel. The headquarters staff will provide the field staff with lists of REA-financed cooperatives that have been reviewed concerning their budgetary situations for power use expenditures.
- (h) Where the cooperatives have set up statewide power use and membership cooperation committees, the headquarters and field staff may desire and be able to assist in adapting their programs to the states and coordinating their activities with related agencies and organizations.

2. REA Cooperatives

- (a) The borrower is responsible for organizing and carrying out power use programs which will be of most value to its member consumers. This responsibility includes having qualified personnel to carry out the activities involved in such programs, and to work with other related agencies in the community. While the cooperative should look to the REA Regional office for advice and special assistance, it alone must assume the primary responsibility for a power use program which reaches its member consumers.
- (b) Cooperatives that have achieved operating status, and with proper consideration to their budgets, should have full-time electrification advisers for each 1500 members. Cooperatives having less than 1500 members should make a careful analysis with the assistance of a field representative of the Applications and Loans Division Regional office to determine whether the electrification adviser should be initially on a full-time or part-time basis. The cooperative will be advised by Applications and Loans personnel on the qualifications and availability of electrification advisers.

IV. HOW TO ORGANIZE A STATE PROGRAM

There is no "one way" to organize and carry out a power use program. The procedure described here will need variation from state to state; however, these suggestions will serve as a guide in developing state programs.

1. The representatives of the Regional office will meet and discuss a power use program with the cooperatives in a statewide meeting.

(a) The REA representative (man or woman) will discuss with the group:

- (1) Various proposals for activities to be included in the program, such as adequate wiring, lighting, and plumbing for the farmstead, schools and community buildings, farm and home electrification, installation loans, rural industries, equipment distribution and equipment servicing.
- (2) The needs for boards of directors to adopt a program and provide qualified personnel to do the work.
- (3) REA's interpretation of the duties and responsibilities of an electrification adviser (Sec. VI.).
- (4) Services that REA may provide the borrower such as special assistance in training personnel to do the work on the cooperative, program planning, special activities, and others.

(b) The cooperatives should draw up general plans for a state power use program and appoint a committee to formulate the details of the program and act for the group in carrying out the plans. It probably will be necessary for this committee to report back their findings and recommendations at a later statewide meeting. However, as many final decisions as possible should be made at the first statewide meeting.

Sample problems that should be handled on a statewide basis include:

- (1) Determination of other agencies and organizations with which active cooperation should be set up at the state level.
- (2) Form of organization and method of coordination of activities with other related agencies and organizations.
- (3) The potential scope and content of a statewide program.

(4) Financing of the statewide activities.

(5) Finding qualified personnel.

(6) Assistance to REA personnel in planning and developing group training for cooperative personnel working on the power use programs.

V. ORGANIZATION OF THE REA COOPERATIVE'S PROGRAM

This subject is too broad to be covered in as much detail and as specifically as other subjects in this outline. However, the following are salient points and suggestions in the organization of such a program.

1. The field personnel (man or woman) of the Regional office will meet with the manager of the REA cooperative on which a program is to be started. They will discuss the needs of a year-round program on power use and membership cooperation, the organization of such a program, and ways of carrying it out. An outline should be developed.
2. The manager will then present these suggestions to the Board of Directors. The REA personnel may assist the manager with this presentation.
3. After consideration and making any necessary modifications, the Board of Directors will approve the power use program and take action to provide the necessary facilities and personnel.
4. REA personnel will advise and give special assistance to the management of the cooperative in the initial stages of the program.
5. The manager will organize and put into effect the program as approved by the Board of Directors.
6. The management of the cooperative must coordinate and integrate this program with the programs of other agencies and organizations in the area, if it is to be most effective. (A working committee at the local level could assist in obtaining this objective.)
7. Each cooperative should have its own calendar program of activities designed to meet the needs of its own members and should set up its own objectives and periodic goals.

7. (continued)

The calendar program should be developed through the active participation of the cooperative members, preferably using the committee technique, and be coordinated with the activities of other local agencies and organizations.

VI. DESIRABLE QUALIFICATIONS OF AN ELECTRIFICATION ADVISER
(MAN or WOMAN)

Careful and thoughtful selection of a qualified electrification adviser or advisers is most important. The abilities of the person or persons selected will determine, more than any other one factor, the success or failure of the program.

Even though it may be difficult to locate applicants with the desired qualifications, every practical effort should be made to get a well qualified person who will have the confidence and respect of the Board of Directors, the manager, and the members.

1. The duties of this employee shall be to assist the manager in:

- (a) Developing, organizing and carrying out a year-round schedule of activities to meet the needs, desires and interests of farm people and the rural community.
- (b) Coordinating the power use program, insofar as possible, with programs of other related agencies working with rural people.
- (c) Encouraging and assisting dealers in desirable activities in the distribution, installation and servicing of equipment.
- (d) Helping plan adequate farmstead wiring and plumbing, and assisting consumers in selection, arrangement, operation and care of equipment. This includes group demonstrations and meetings.
- (e) Obtaining and disseminating power use information through various local channels, such as news letters, press, radio, etc.

2. The following prerequisites indicate the broad scope of the qualifications against which the applicant (man or woman) may be measured:

(a) Training in Cooperative practices:

It is essential that the electrification adviser have an understanding of the basic differences between the cooperative and other types of business, and a sympathy for the methods and objectives of a cooperative organization.

Educational training in the cooperative movement may have been or be obtained through member participation in cooperative activities by self-education and by a study of cooperative literature.

(b) Abilities and Attitude:

- (1) To work with farm people and have a sympathy for and an understanding of their problems. This requires a friendly personality, and a real desire to contribute to the social and economic improvement of rural family living.
- (2) To work with the personnel of local educational agencies (school superintendents, teachers, health departments, County and Home Demonstration agents, FHA, etc.) serving rural people.
- (3) To organize rural people for group action and know how to find and stimulate the leadership available in a group.
- (4) To talk in public before farm, civic, and community groups. (By practice on the job the young worker may learn to speak in public.)
- (5) To accept responsibility and use initiative on the job.
- (6) To be well-groomed and neatly dressed on all occasions.

(c) If a woman is employed her special qualifications should be:

- (1) A college graduate with a major in home economics. (THE EMPLOYEE WILL WORK ON A LEVEL WITH THE HOME DEMONSTRATION AGENT, THE HIGH SCHOOL HOME ECONOMICS TEACHER, AND OTHER TRAINED WORKERS IN THE AREA.)

- (2) Experience gained by having lived on a farm or having worked professionally with farm people, and two years or more of responsible paid experience in the field of home economics; or
- (3) It may be desirable to select a person who has the necessary training (completed college) but who does not have the recommended two years' experience. The Applications and Loans Division of REA will provide in-service training and technical supervision for the worker on the job. In this way the worker may obtain, under supervision, the background of experience required for her work.

(d) If a man is employed his special qualifications should be:

- (1) A college graduate in agricultural engineering; agricultural teaching; or vocational agriculture; or
- (2) A high school graduate with at least two years' training in vocational agriculture, and:
 - a. Reared in a rural community, preferably on a farm; or
 - b. Lived for at least 5 years in a farming community with intimate associations with the farm people; or
 - c. Three years' farming experience as owner or manager; or
 - d. Five years' experience with a farm equipment dealer as a service repairman, or as a dairy or poultry equipment salesman.

3. Salary

In general, the starting salary paid a qualified Electrification Adviser shall be at least equal to that paid a line-foreman, and, in general, be not less than \$200 nor more than \$300 per month at the time of appointment.